

How to Attract a Multi-Generational Workforce



Why a survey about multi-generational workforce?

Many of our working partners have noticed a shift in hiring patterns since COVID and, in particular, the effect of hybrid working policies brought in thereafter. They've seen that moving back to 5 days a week in-office is changing the dynamic of the workforce with younger people being generally more accepting of an office environment and those of parental or caring age, more likely to be looking for hybrid patterns and flexible working.

How can we encourage the older workforce to join a business working 5 days a week in office? And how do we attract Millennials who are looking for evidence of ethical work if our business is still planning its long-term CSR strategy?

A multi-generational workforce enriches an organisation by combining diverse perspectives and skills. Older employees can offer industry knowledge and mentorship, while younger employees bring fresh ideas and technological proficiency. This blend of traditional knowledge and modern innovation enhances problem-solving, creativity, and overall team performance.

This report is based on a survey conducted in December 2024 and shows how organisations can use each generation's disparate employment choices to create a multi-generational workforce that leverages the strengths of the various age groups, leading to innovation, adaptability, enhanced customer relations and improved employee engagement. In this report, references to generations such as Baby Boomers and Gen Z are intended to denote the stage a person is at in their career and life. Consequently, the specific date of birth of individuals is not pertinent to these findings and recommendations.

Acknowledging general trends, the ideal approach to hiring a multi-generational workforce for forward leaning businesses, uses 'package values' instead of traditional salaries. Offering self-selected packages to new employees ensuring equal value for each role while tailoring to individual preferences, addressing age-related trends, meeting unique needs and providing innovative solutions for hard-to-fill roles.

We hope you find this report useful and look forward to the discussions it will create over the coming months.



Anthony Butler
Managing Director

Anthony

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Generation Z (“Gen Z”): Born 1997 – 2012

Millennial: Born 1981 – 1996

Generation X (“Gen X”): Born 1965 – 1980

Baby Boomer: Born 1946 - 1964

Executive Summary

The Multi-Generational workforce survey shows the different needs and attractors for each generation, but the results also bring some key themes of note:

1. The growing importance of employer brand and company reputation

Employer brand and company reputation are more important than ever. From Gen X through to Gen Z, the younger age groups use this as a defining factor in job attraction.

2. Opportunities for progression are more important than a high salary

For businesses under pressure from NI tax increases, there is good news. Opportunity for career progression is seen as the most important factor by the younger generations.

3. Recruitment agencies are becoming more important to candidates

The younger age groups expect recruitment agencies to deliver the right jobs to them. Of all the generations these people use this service the most, expecting recruiters to present a choice of jobs, highly suitable to them.

4. Baby Boomers have less fixed expectations

Baby Boomers had the least critical factors in our survey. They felt that many factors were somewhat important rather than critical. Suggesting a more open mind to job offers.

5. Good paid time-off is a deal-maker for Gen X

Having a good amount of paid time off is shown to be the most important factor in job attraction for Gen X along with hybrid working and flexible hours. They are looking for work that will fit into a lifestyle filled with family responsibilities.

Overall, the results of this survey follows standard perceptions of each generation, but it also throws light on factors that are most and least valuable. This detail can be used as a starting point when reviewing work-force needs and when hiring specialist or hard-to-fill roles.

Generation Z (“Gen Z”): Born 1997 – 2012

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Generation Z (“GenZ”)

Born 1997 – 2012



The value of Gen Z in the workforce

Gen Z brings fresh perspectives, digital fluency, and adaptability to the workforce. They are highly skilled in leveraging technology for efficiency and innovation. Their emphasis on diversity, inclusion, and social responsibility helps create more equitable and socially conscious work environments. Additionally, their entrepreneurial spirit and readiness to embrace change drive forward-thinking approaches and continuous improvement within organisations.

How to attract more Gen Z into your workforce:

Employer brand and company reputation are important to Gen Z and they will be looking at LinkedIn to make sure the business ethics stand up to their values. They use outreach activities and help from friends and family to evaluate a company. During the recruitment process highlight career progression and good paid-time off to attract these candidates. Gen Z rely on recruitment agencies more than any other age group to discover jobs that are suitable for them.

Summary of Findings

- **Job Attraction:** Gen Z places a high value on employer brand and company reputation, clear job descriptions and the interview experience in job attraction. They rely significantly on recruitment agencies and peer and family opinions strongly influence their career choices.
- **The Company:** Gen Z highly values career progression, dedication to diversity, and wellness programs. They also prioritise company reputation and flexible hours.
- **The Package:** Gen Z value paid time off closely following Gen X and Millennials, but they place less importance on high salaries compared to Gen X and Baby Boomers.
- **Attraction Activities:** GenZ values LinkedIn the most followed by professional networks. They also place high importance on employer outreach events and job boards. Unsurprisingly they look at social media posts the most, although social media is the least used activity by all candidates in the survey.

Millennial

Born 1981 - 1996



The value of Millennials in the workforce

Millennials bring a wealth of value to the workforce with their tech-savviness, adaptability, and strong emphasis on work-life balance. They champion diversity and inclusion, fostering innovative and collaborative work environments. Additionally, their preference for ethical work and social responsibility aligns companies with modern societal values and drives positive change within organisations.

How to attract more Millennials into your workforce:

This research shows that Millennials highly value working for a company with a good reputation for ethical work. Career progression is critical to them as well as paid time off. A good way to attract these people is through colleague referrals and professional networks promoting the ethical values of the business. They will be looking for good company reviews from sites like Glassdoor. A great interview process is critical to keeping their interest in a new role.

Summary of Findings

- **Job Attraction:** Millennials place high value on employer brand and clear job descriptions. They find the interview experience crucial for job attraction and rely significantly on recruitment agencies. Peer and family opinions also influence their career choices, highlighting the importance of social and familial input in their job decisions.
- **The Company:** Millennials highly value career progression, hybrid working locations, flexible hours and a good company reputation. To a lesser extent dedication to diversity and wellness programs are important too.
- **The Package:** Millennials place significant importance on ethical work perception and paid time off, with over 70% indicating these aspects as critical. They also highly value a variety of benefits, high salaries, and bonuses.
- **Attraction Activities:** Millennials place the highest preference on professional networks and friend referrals, with over 40% indicating their importance. They also job board advertisements and employer branding campaigns, with a significant interest in social media posts.

Generation X (“Gen X”)

Born 1965 - 1980



The value of Gen X in the workplace

Gen X brings invaluable experience and adaptability to the workforce. They bridge the gap between older and younger generations, often excelling in leadership roles. Known for their resilience and independence, Gen X professionals tend to be skilled at managing change and driving innovation while maintaining a strong work-life balance. Their technological proficiency and ability to work collaboratively across diverse teams make them essential contributors to any organisation.

How to attract more Gen X into your workforce:

Unsurprisingly, as Gen X are of parental/carer age they generally value hybrid and flexible working and paid time off highly. But they are very interested in company reputation and career progression too. Promote these values in adverts, the job description and the interview to attract this generation to your company. They will be looking at professional networks and job boards for their next roles.

Summary of Findings

- **Job Attraction:** Gen X places significant importance on the interview experience, the employer brand and clear job descriptions, similar to Millennials. While they value peer opinions less compared to younger generations, these factors still hold some relevance.
- **The Company:** Gen X highly values career progression and company reputation alongside hybrid and flexible working. They find social opportunities at work less important compared to Millennials.
- **The Package:** Gen X highly values paid time off, with over 70% indicating its importance, and they see high salaries as critical. They also place significant importance on bonuses and health insurance, making them a top priority.
- **Attraction Activities:** Gen X values professional networks, job board advertisements and employer branding campaigns, but places less importance on friend referrals and social media posts compared to younger generations.

Baby Boomer

Born 1946 - 1964



The value of Baby Boomers in the workplace

Baby Boomers bring significant value to the workforce through their extensive experience, strong work ethic, and institutional knowledge. They often hold leadership positions and mentor younger employees, fostering a culture of stability and continuity. Their long-term perspective and dedication contribute to organisational resilience and can help in navigating challenges with their seasoned expertise. Additionally, Baby Boomers have a reputation for their loyalty and reliability, making them valuable assets to any team.

How to attract more Baby Boomers into your workforce:

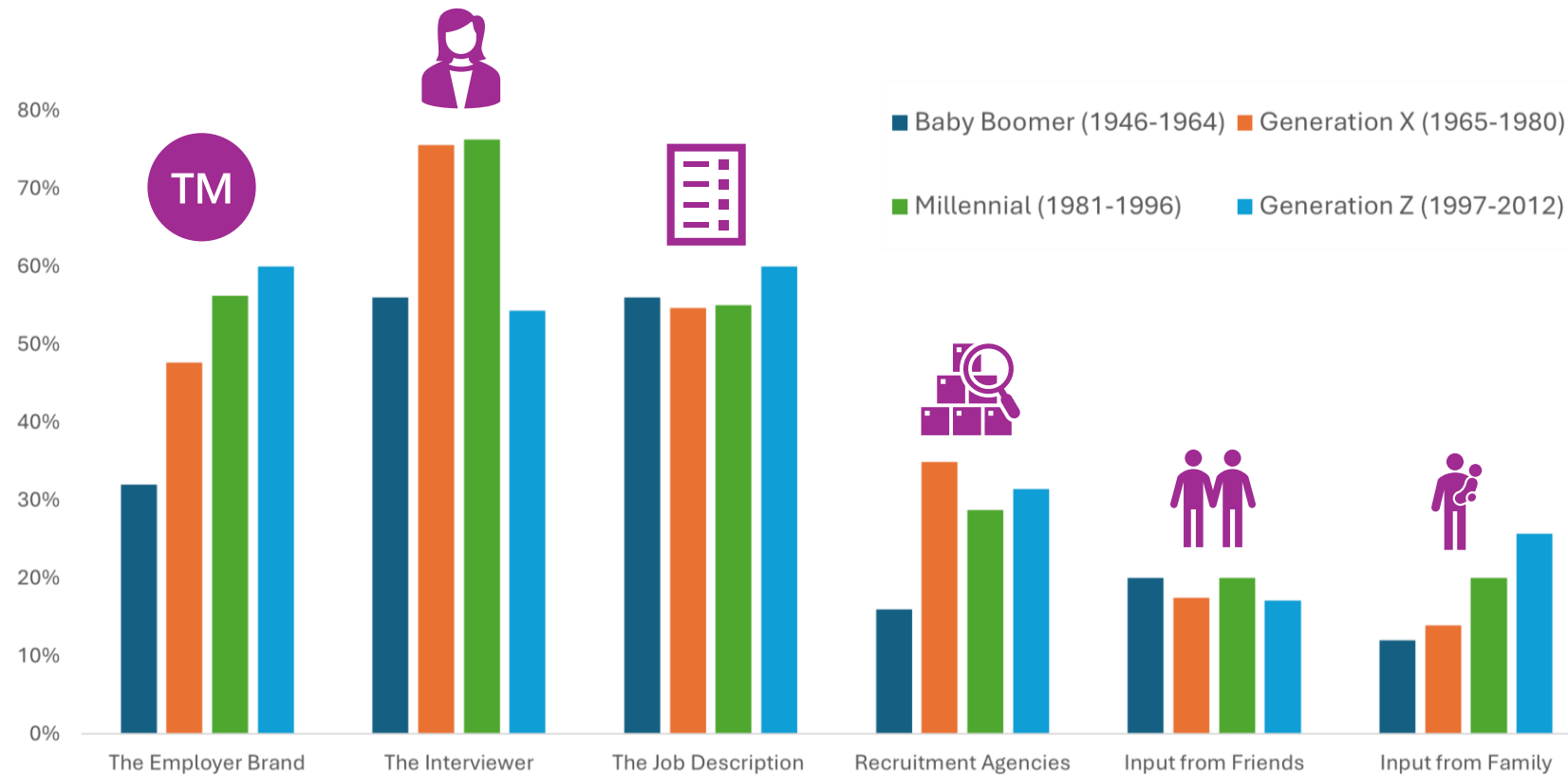
Baby Boomers have the fewest critical attraction factors when looking for a new job. They will be looking at Employer Branding campaigns and adverts on jobs boards targeted towards Baby Boomers by promoting financial benefits and speak about the company's reputation. With Baby Boomers, the company doesn't have to promise career progression, wellness programmes or social activities, but they will expect clear job descriptions and a great interview process.

Summary of Findings

- **Job Attraction:** Baby Boomers value clear job descriptions and good interview experiences they rely less on external opinions compared to younger generations.
- **The Company:** Baby Boomers place less emphasis on career progression, diversity and social opportunities compared to younger generations. However, they value company reputation highly. Hybrid working locations and flexible hours are less critical to them, reflecting their preference for stability and financial security over other factors.
- **The Package:** Baby Boomers find retirement plans and health insurance the most critical benefits. They also value bonuses, paid time off and a variety of benefits but they place less importance on ethical work perception compared to other generations. Their focus on financial security and health benefits reflects their stage in life and career.
- **Attraction Activities:** Employer branding campaigns and advertising on job boards are somewhat important to Baby Boomers. They find social media posts and professional networks the least important attraction activities. They also place less importance on friend referrals, compared to Millennials and Gen Z.

The Factors Considered Very Important for Job Attraction

The results show the differences in the factors that attract job seekers, with younger generations valuing employer brand and recruitment agencies more, while all generations consistently value job descriptions and the interview experience.



The importance of the employer brand increases with younger generations, indicating that younger job seekers place more value on the reputation and image of the employer.



This interviewer is important across all generations, especially for Gen X and Millennials. It highlights the significance of the interview experience in job attraction.



Job description is consistently important for all generations, underscoring the need for clear and detailed job role specifications.



Recruitment agencies are more important for younger generations, suggesting that they rely more on agencies to find job opportunities.



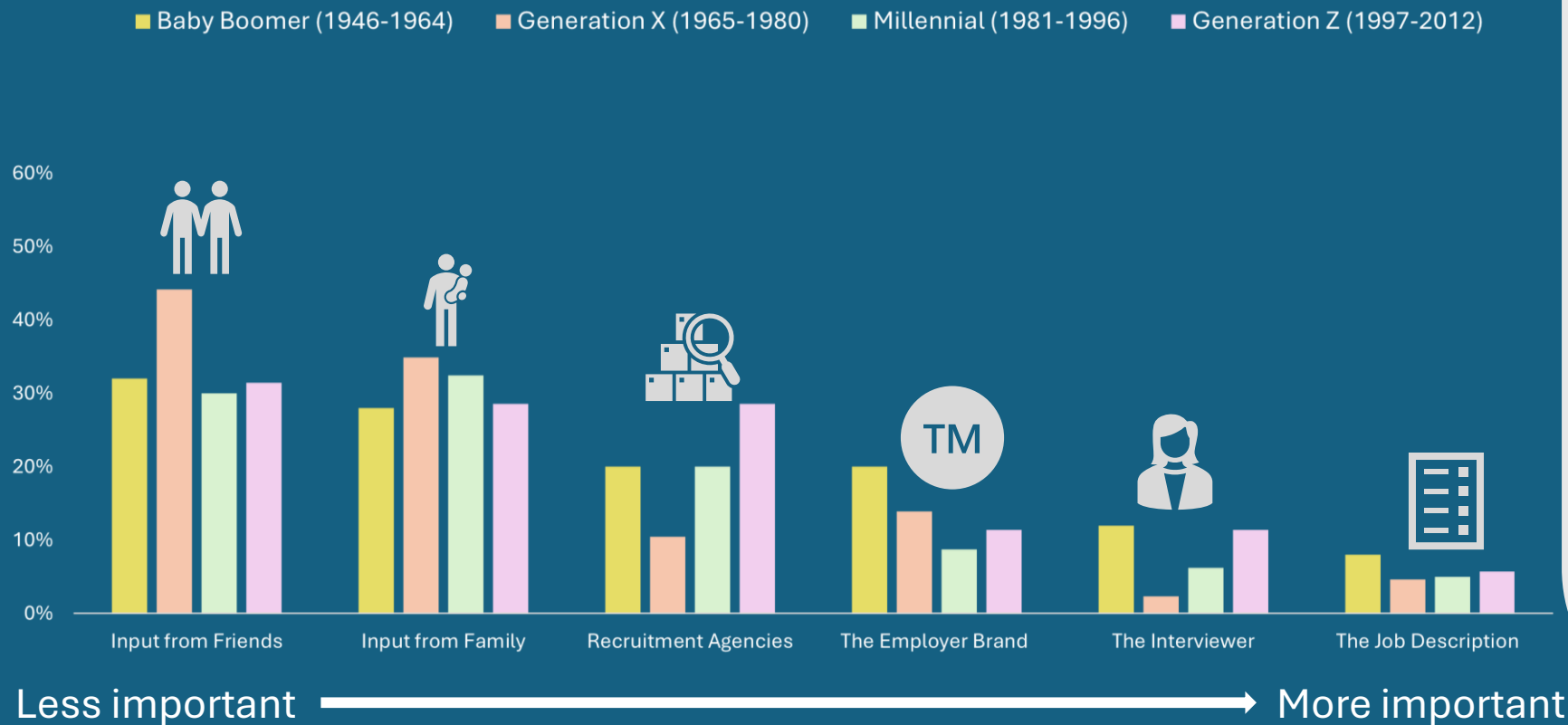
Friends are somewhat important for all generations, indicating that peer opinions do play a role in job decisions.



Family input is more influential for younger generations, showing the impact of family opinions on their career choices.

The Factors Considered Less Important for Job Attraction

The results indicate a trend where, across all generations personal networks are not as important as other factors. However, younger generations give more importance to factors like the employer brand and recruitment agencies compared to older generations.



Across all generations, "Input from Friends and Family" is considered a less important factor for job attraction.



Recruitment agencies are viewed as less important by Baby Boomers and Gen X. However, they are more relevant to Millennials and Gen Z.



The significance of the employer brand is relatively high across all generations, but it holds more weight for younger generations




While considered less important, the interviewer has a varying impact across Generations, with Gen X and Millennials giving it more importance.




The job description is regarded as a more critical aspect for job attraction among all generations.


The Crucial Factors that Attract Candidates to a Company

 Career progression is most important for Millennials and Gen Z, with Gen X also valuing it highly but Baby Boomers less so.

 Company reputation is important across all generations, but particularly amongst Baby Boomers

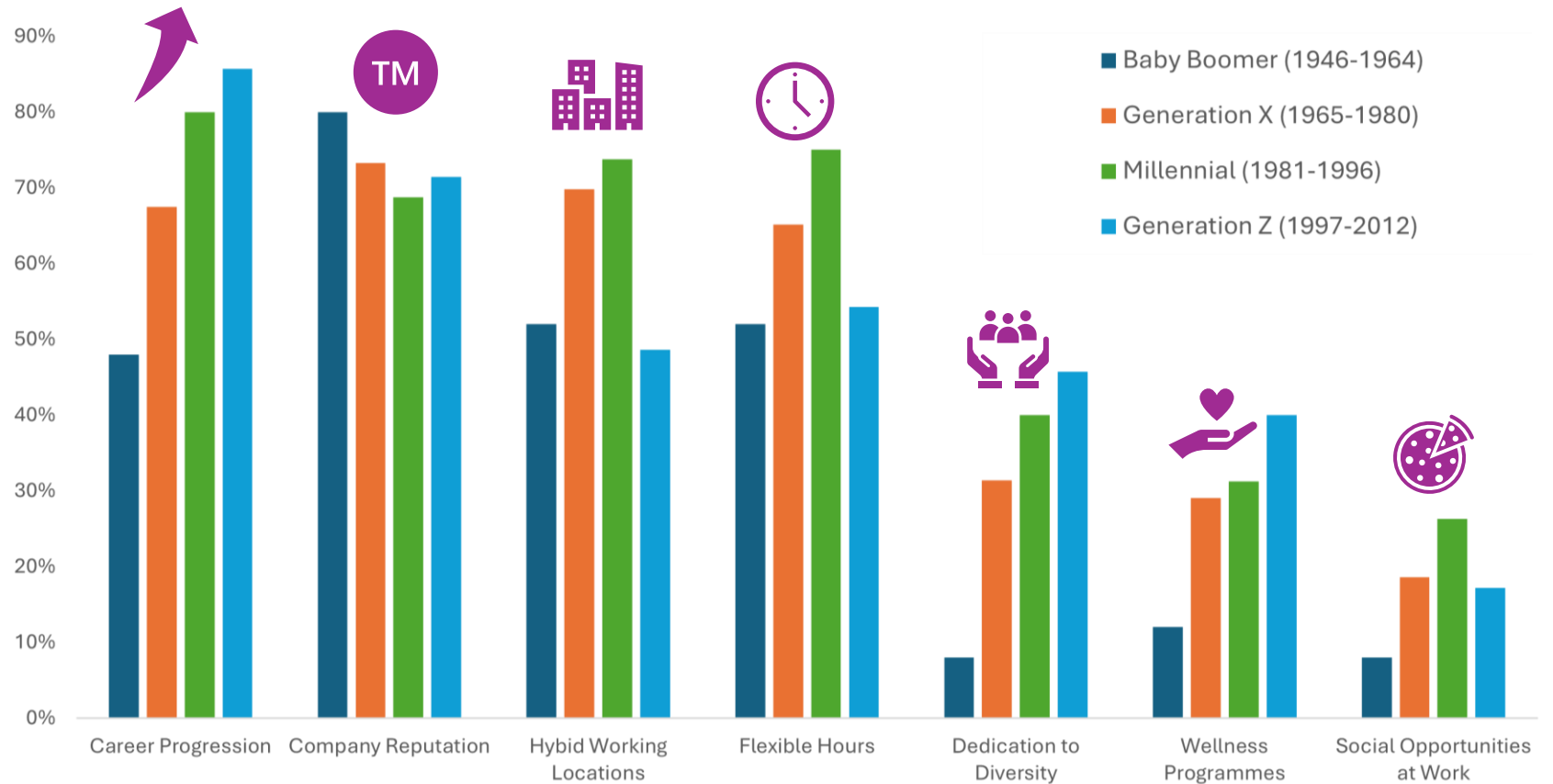
 Hybrid working locations and flexible hours are most important for generations of parental/carer age

 Dedication to diversity is most important for Gen Z and Millennials and less important for Baby Boomers.

 Wellness programs are most important for Gen Z, and are also valued by Millennials and Gen X

 Social opportunities at work are most important for Millennials and less important for other generations.

Company reputation is equally important across all generations. Gen Z, Millennials and Gen X place the highest importance on career progression, alongside flexible hours/hybrid working and dedication to diversity, but Baby Boomers show a generally lower affect from these factors.



The Less Important Factors that Attract Candidates to a Company



Baby Boomers find social opportunities at work significantly less important compared to other generations, with Millennials and Gen Z) valuing it the least.



Gen X places the highest importance on wellness programmes, while Millennials and Gen Z consider it less important.



Baby Boomers and Gen Z value dedication to diversity less than Millennials and Gen X.



Gen Z finds hybrid working locations the least important attraction factor, while Gen X values it the most.



Baby Boomers place less importance on flexible hours compared to the other generations.

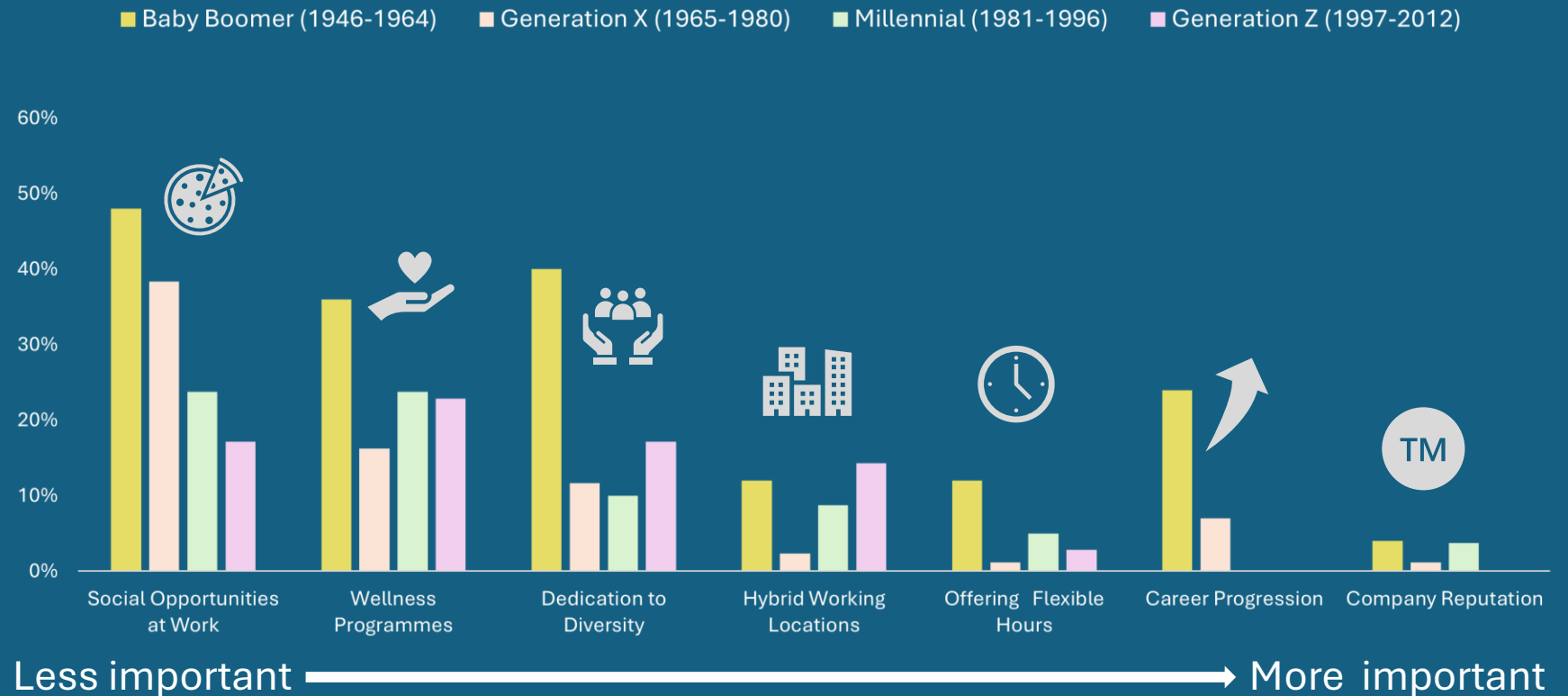


Baby Boomers consider career progression less important than other generations.



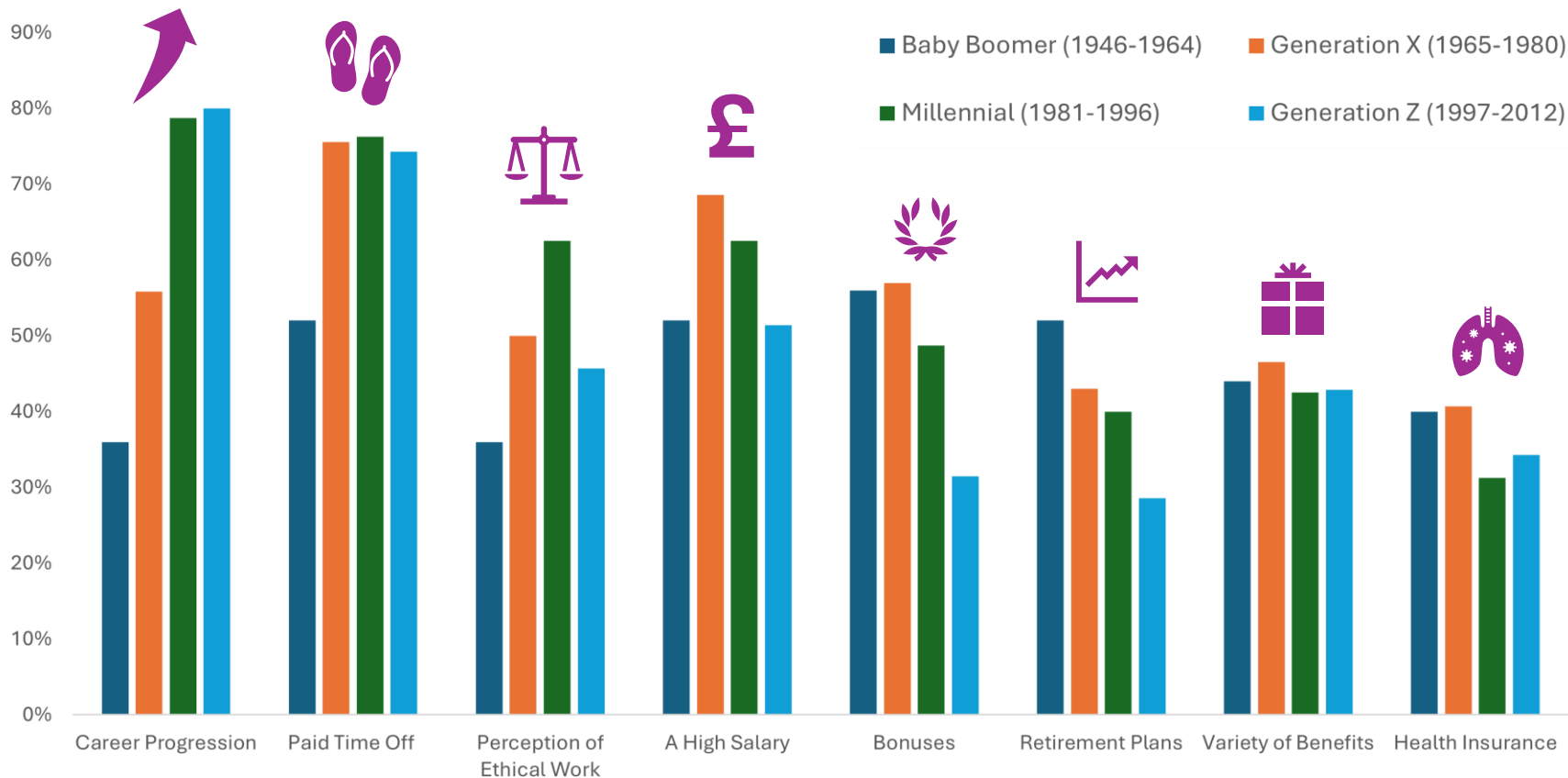
All generations find company reputation important.

All generations value social opportunities the least and company reputation the most. Wellness programmes and dedication to diversity are less important to Baby Boomers.



The Critical Parts of the Package

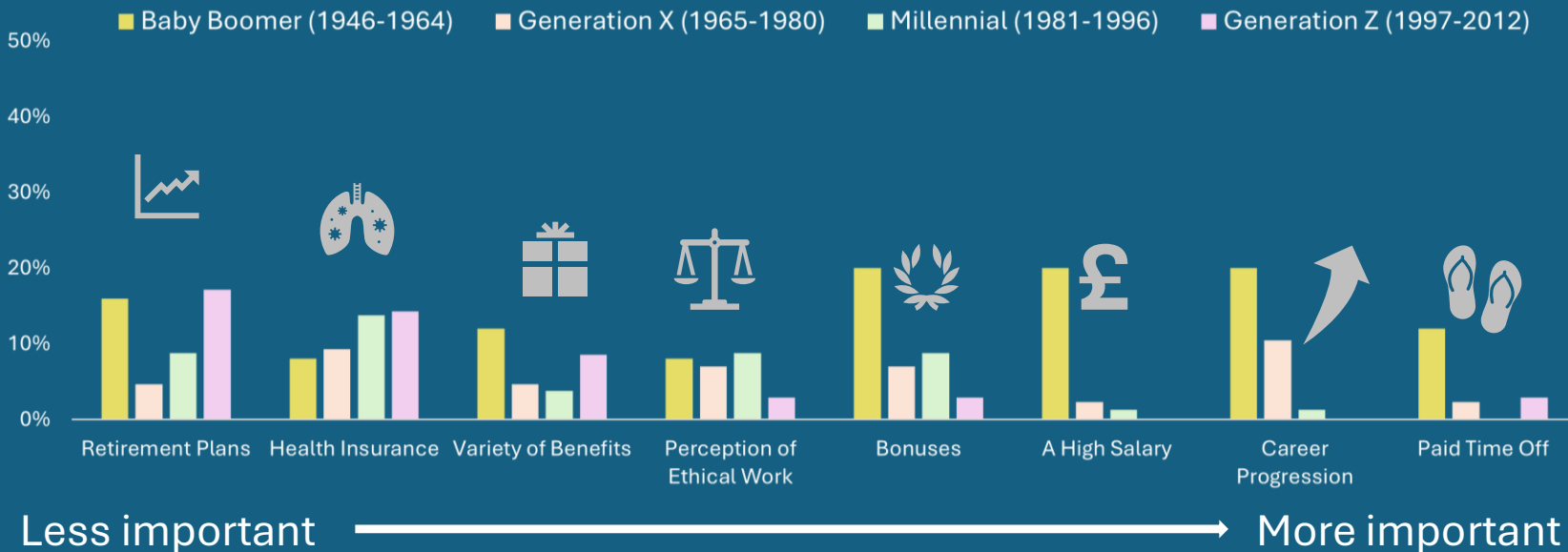
Generation Z and Millennials prioritise career progression and paid time off above everything else, while Generation X prioritises paid time off followed by a high salary. Baby Boomers are more even with their needs but paid time off and financial security for retirement are still very important to them.



- Career progression is most important to Gen Z and Millennials, with over 70% indicating it as critical.
- Paid time off is highly valued by Gen X and Millennials, both showing over 70% importance, closely followed by Gen Z while Baby Boomers value it less.
- Millennials place significant importance on ethical work perception, with other generations showing decreasing interest.
- Gen X and Baby Boomers see high salaries as most critical, while other generations value it slightly less.
- Bonuses are most valued by Gen X and Baby Boomers, with around 60% indicating their importance, with decreasing importance across other generations.
- Retirement plans are unsurprisingly a top priority for Baby Boomers, with other generations following.
- A variety of benefits are valued to some extent by all generations.
- Health insurance is most critical for Gen X and Baby Boomers, with the other generations valuing it less.

The Less Important Parts of the Package

Baby Boomers feel most parts of the package are somewhat important, they are less likely to highlight one factor over another. While the other Generations find retirement plans and health insurance the least important factors.



Retirement plans are somewhat important for all Generations.



Health Insurance isn't an important part of the package for Millennials and Gen Z



A range of benefits are seen as somewhat important by all generations



A perception of ethical work is somewhat important by all generations



Bonuses are seen as somewhat important by all generations except Baby Boomers



A high salary is somewhat important for Baby Boomers



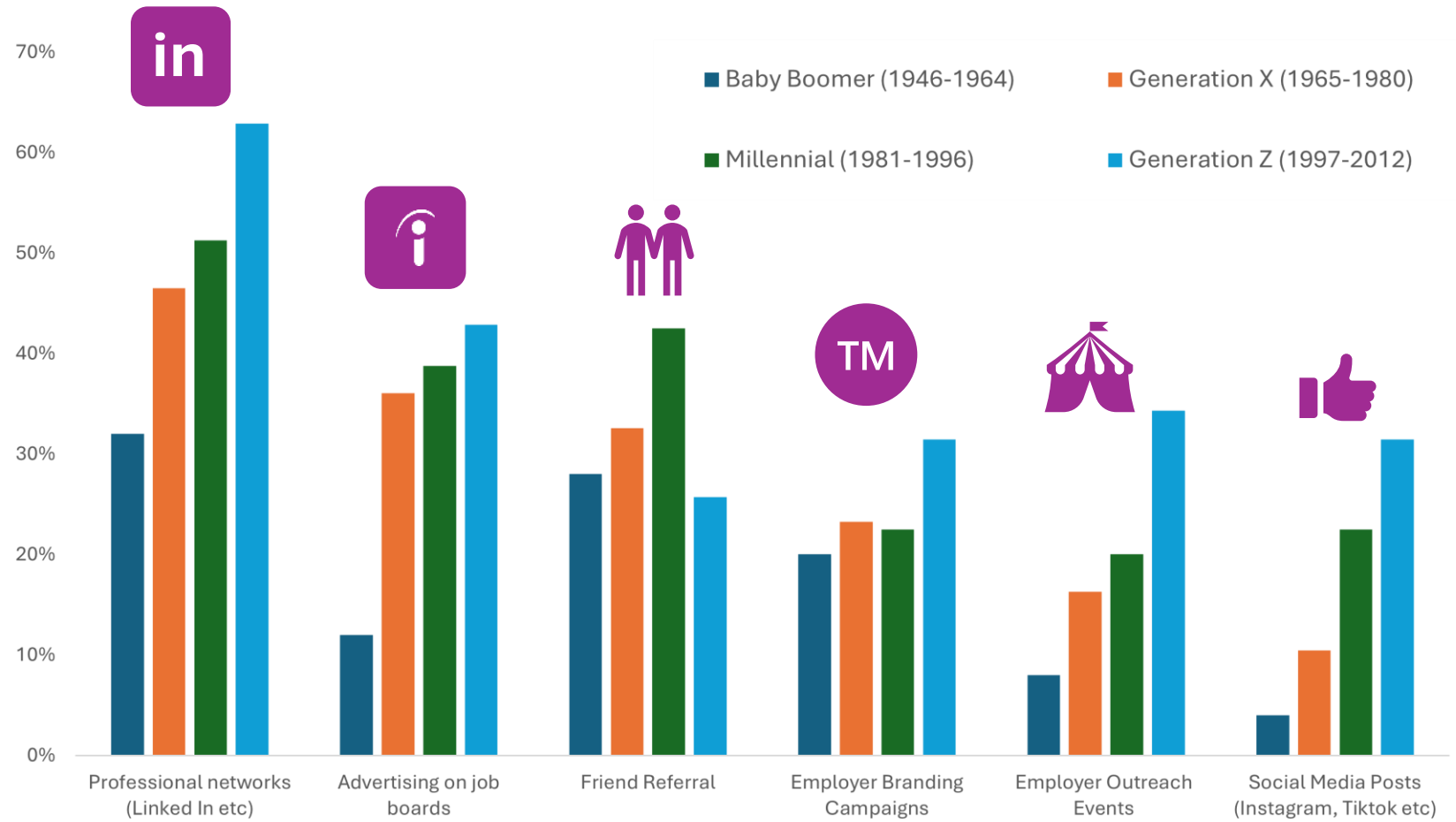
Career progression is less important for Baby Boomers and Gen X



Paid time off is important to all generations

Important Attraction and Outreach Activities

All generations have a strong preference for professional networks and job boards. Gen Z find outreach activities useful to attend while Millennials prefer friend referrals. Baby Boomers prefer to use professional networks and friend referrals.



All generations value professional networks with Gen Z valuing this the most, with a preference of around 65%.



Gen X, Millennials and Gen Z all show a preference to review job board advertisements.



Millennials have the highest preference for friend referrals at over 40%.



Employer branding campaigns are important for all generations but specifically for Gen Z



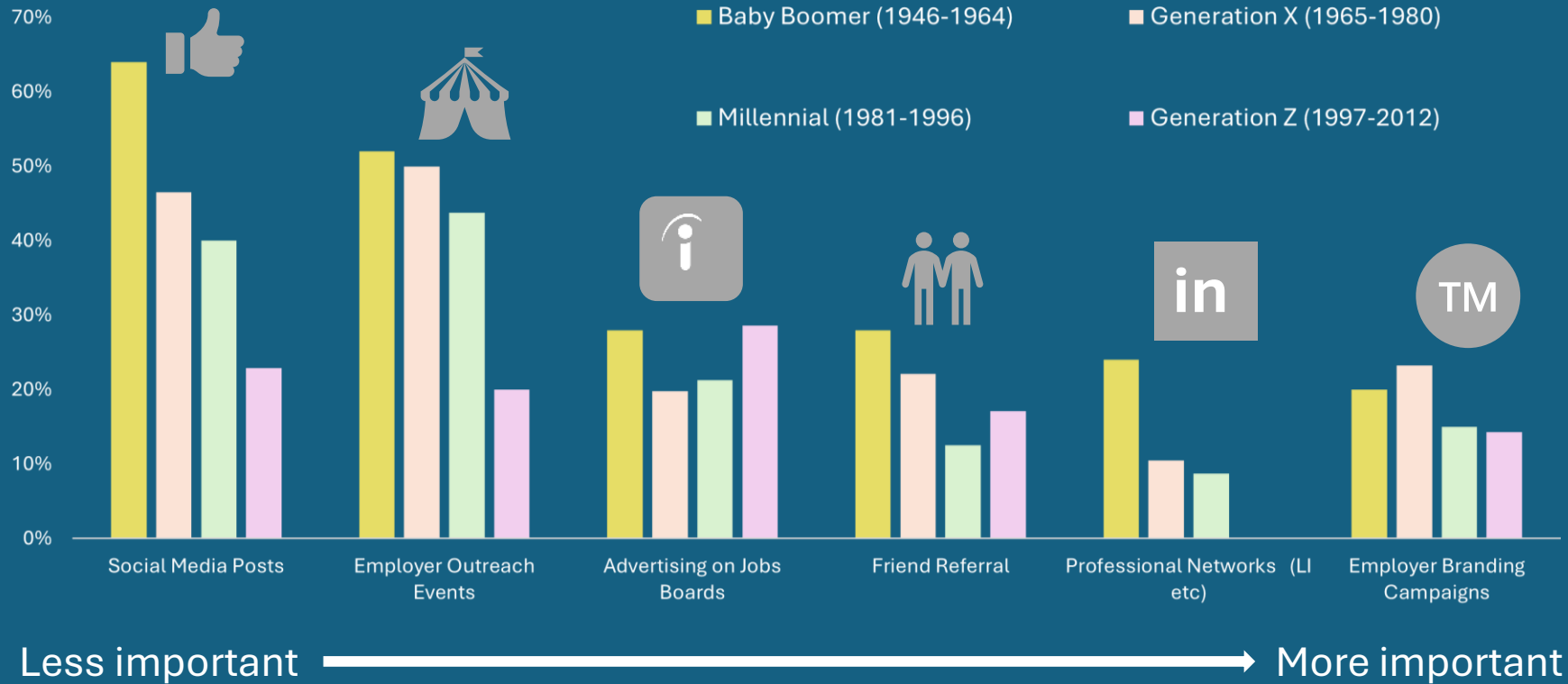
Unsurprisingly, Gen Z has the highest preference for employer outreach events, at around 50%.



Gen Z look at social media posts the most, but it is the least used activity by candidates in the survey

The Less Important Attraction Activities

All generations find social media posts the least important attraction activity, while the survey shows that employer branding, professional networks and friend referrals are at least somewhat important.



-  **Baby Boomers find social media posts the least important attraction activity**
-  **Unsurprisingly Baby Boomers and Gen X find employer outreach events less important compared to Millennials and Gen Z.**
-  **All generations find advertising on job boards at least somewhat important.**
-  **Friend referrals are considered less important by Baby Boomers and Gen X, while Millennials and Gen Z find them more important.**
-  **All generations find professional networks somewhat important.**
-  **All generations find employer branding campaigns somewhat important.**

How to use this Study

To make best use of the study's insights, we suggest the following considerations:

1. Establish clear objectives for your multi-generational workforce strategy. Determine whether your goal is to identify unintentional biases in your hiring practices or to intentionally adjust recruitment efforts to attract underrepresented groups.
2. Conduct an audit of your workforce to assess age diversity across teams, departments, and leadership levels.
3. Review your employer brand communications to assess whether they exhibit any generational bias. Ensure your interview panel is multi-generational and diverse.
4. Analyse hiring activity over the past 12 months to identify any patterns of skewed recruitment, particularly regarding specific teams or managers.
5. Provide training for hiring managers on the importance and benefits of a multi-generational workforce. Emphasise how tailored communication strategies can effectively engage candidates from different age groups.
6. All generations appreciate a great recruitment process and a professional interviewer, this will influence them further when job offers are made.
7. It's important to note that the findings from this report should be considered alongside personal circumstances and viewed as trends that facilitate constructive discussions, rather than definitive solutions to Generational issues.
8. Hiring the right talent - individuals who align with your company culture and can contribute to your business objectives - is critical to organisational growth. Consult with your contact at Vermelo or Gerrard White to gain insights on selecting candidates that best meet your needs.



About the Study

This report is based on the findings of an online survey of people conducted by Vermelo between 15th November and 31st December 2024.

People were invited to participate by Personnel Today, Gerrard White and Vermelo. Those who responded were Baby Boomer (11%), Gen X (38%), Millennials (36%) and Gen Z (15%). The UK's working population is estimated as Baby Boomers 11%, Gen X 35%, Millennials 38% and Gen Z 16%. In total, 284 people completed the questionnaire.

Vermelo - Hiring talent dedicated to you.

Vermelo is part of the GWV Group and delivers volume hiring solutions to the Insurance, Technology and Legal sectors. With over 20 years' experience under the brand name of Gerrard White, Vermelo specialises in the expedited hiring of multiple roles using knowledge-led targeting from highly experienced and embedded teams.

Your RPO Partner

Exceptionally regarded as an insurance partner, Vermelo is the largest Recruitment Process Outsourcing (RPO) in this sector. With a deep understanding of the financial and professional services market, coupled with a culture-centric approach, Vermelo simply delivers when others can't.

Accelerating Growth

We have a proven track record of accelerating organisational growth through both quality and quantity of talent. We do this by embedding ourselves as valued members of our clients' teams and enabling them to navigate the challenge of securing the very best talent, ahead of their competitors, utilising industry leading tools, proprietary intelligence, tactics and strategies.

Trusted and Valued Expertise

Our people are a visible presence, applying and developing best practices with cutting-edge recruitment methods. Working at speed, under your control, our teams develop a trusted and valued partnership through collaboration, which translates into perceptible results. Success is transparent and measured through Quality of Hire, Overall Candidate Experience, Hiring Manager Satisfaction and Time to Fill with a goal to always exceed the expectations of your value-led projects.

Our talent services are dedicated to your objective, embedded in your team and always deliver to your expectations.

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Gerrard White - Transformational talent specialists.

Gerrard White is a recruitment specialist with over 20 years' experience working with clients across the Technology, Insurance, Legal markets and transforming businesses across the UK, Europe and North America through exceptional talent.

We are redefining recruitment by prioritising genuine relationships and personalised engagement over transactional processes. We see recruitment as a collaborative journey where trust, communication and understanding form the foundation of every interaction.

Going the extra mile is in our DNA.

Our expert recruiters go above and beyond what clients and candidates expect from a traditional recruitment agency. Through our transparent and reliable approach, we build relationships that last. With expertise in insurance, legal and technology, our consultants excel in understanding market dynamics, building networks, and delivering innovative solutions.

For our clients.

By prioritising genuine relationships, we gain a deep understanding of our clients' organisational culture, values, and goals allowing us to tailor our recruitment strategies to align seamlessly with their unique needs. We quickly source the best talent in the market and will screen every applicant to present you with the very best candidates with the perfect cultural and skills fit.

For our candidates.

Our personalised approach means more than just matching skills to job requirements. We take the time to understand their career aspirations, motivations, and preferences, guiding them towards opportunities that resonate with their professional goals and personal values and help open doors to a diverse range of opportunities.

Delivering excellence.

At Gerrard White, people come first. We work in partnership with our clients to deliver exceptional talent time and again. Our dedication to understanding industry challenges, coupled with our compliance expertise, ensures comprehensive workforce solutions for clients and candidates alike.

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